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# Conduct and Discipline Manual

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1. **PURPOSE.** This Manual prescribes policies governing employee conduct and corrective disciplinary actions in the Environmental Protection Agency.
2. **REFERENCES.**
  - a. Federal Personnel Manual, Chapter 751, "Discipline".
  - b. EPA Order 3120.3A, dated March 18, 1980, "Employee Alcoholism and Drug Abuse Program".
  - c. FPM letter 751-2, dated February 4, 1983, "Taking Action on the Problem Employee".
  - d. FPM letter 751-3, dated October 6, 1983, "Suggested Table of Actions for Correcting Employee Misconduct".
  - e. EPA Order 3110.6B, dated July 29, 1985. "Adverse Actions".

• **GENERAL.** The Environmental Protection Agency requires all its employees to adhere to the Agency Regulations on Employee Responsibilities and Conduct (40 CFR Part-3) and to maintain levels of behavior and efficiency which conform to the highest ethical standards and promote the best interests of EPA and the Federal Service. Likewise, all managers and supervisors are responsible for maintaining a climate of constructive discipline within their organizations by good example and practice, clear instruction, fair and equal treatment of all employees, anti firm and decisive leadership.

• **POLICY.** It is EPA Policy that primary emphasis be placed on preventing situations requiring disciplinary actions through effective employee-management relations and that when work performance and/or conduct are not maintained at acceptable levels, constructive corrective action be taken by responsible supervisors on a timely basis.

• **DETERMINING CORRECTIVE ACTION TO BE TAKEN.** All EPA supervisors and management officials are responsible for taking appropriate corrective actions for which they have been delegated authority and for recommending to higher level officials disciplinary action considered appropriate in other cases. Any supervisor or management official with supervisory duties may take informal corrective actions (paragraph 6 below) and issue official written reprimands (subparagraph 7a below) unless these authorities have been specifically withheld. The following principles will be observed in the exercise of both formal and informal corrective actions.

- a. The action taken must be consistent with the precept of like penalties for like offenses, with

mitigating or aggravating, circumstances taken into consideration. The action taken should be fair and equitable; and if a penalty is warranted, it should be no more severe than judgment indicates is required to correct the situation and maintain discipline. The Appendix to this Order should serve as a guide to appropriate actions for most offenses.

- b. No action may be taken against an employee on any basis prohibited by 5 U.S.C. 2302, "Prohibited Personnel Practices".

• **INFORMAL CORRECTIVE ACTIONS.** When a supervisor decides that corrective action is necessary, he or she should first consider informal measures which are non-punitive in nature but which will adequately instruct offending employees and remedy problem situations. Supervisors are urged to review the facts of individual cases and consider one or more of the following informal measures before formal corrective actions which are recorded in an employee's official personnel folder, are used.

- a. **Closer Supervision.** The correction of employee misconduct may require nothing more than closer supervision. The supervisor should inform the employee of the reason for the closer supervision and encourage the employee to cooperate to remedy the problem.
- b. **Oral Admonishment.** The most common corrective action is usually the face-to-face session between employee and supervisor. Such discussions should be conducted in private to avoid undue embarrassment to the employee. The tone should be informal and relaxed. The supervisor should advise the employee of the specific infraction or breach of conduct and encourage the employee to explain his or her side of the matter or offer any comment he or she wishes to make. After listening to the employee, the supervisor must decide if he or she should continue. If still warranted, the supervisor should administer the admonishment and outline what steps he or she feels are necessary to preclude its recurrence.
- c. **c.Written Warnings.** A written warning should describe exactly what improper actions the employee is engaging in, outline positive corrective steps, and state what penalty might result if the actions continue. A copy of the written Warning is not placed in the employee's official personnel folder, but a copy should be retained in the supervisor's personal files. Written warnings are often effective in influencing those employees who require a tangible expression of a supervisor's views. This kind of corrective action lacks the give and take of the oral interview and should usually be employed only if the supervisor has already tried an oral warning or feels that it would be inappropriate.

• **FORMAL DISCIPLINARY ACTIONS.** A formal disciplinary action may be- an official written reprimand, a suspension, a change to a lower grade, or removal from the civil service. Records of formal disciplinary actions become a part of the employee's official personnel folder. Supervisors should initiate such actions only after coordinating any proposed action with their servicing Personnel Offices. Detailed information concerning formal disciplinary actions is contained in the paragraphs below.

- a. **Official Written Reprimand.** An official written reprimand is a letter or memorandum issued to an employee by an authorized supervisor or management official to correct an employee's conduct, attitude, work habits, or other factors which have a relationship to his or her employment, and to maintain the efficiency, discipline, and morale of the work force. It is filed in the employee's official personnel folder for a period of up to two years. This type of disciplinary action may be used for a situation or offense which is (1) serious and warrants more than an informal measure, or (2) in the case of repeated infractions of a minor nature. (It should not be confused with the written warning discussed in subparagraph 6c. above.)

Before issuing an official reprimand the supervisor must fully discuss the incident with the employee to permit the employee to present his or her side of the situation. If after the employee presents his or her views, the supervisor considers a reprimand be warranted, the supervisor should prepare the written reprimand in accordance with subparagraph 7a(1) below. (See sample Figure 1.)

1. **Contents.** The following information shall be incorporated in, the body of an official reprimand:
  - a. A description of the facts in Sufficient detail to assure that the employee will fully understand the violation, infraction, misconduct, or other action or omission for which he or she is being reprimanded. The supervisor should include in the reprimand specifics as to times, places, dates, and events and refer to the discussion mentioned in subparagraph 7a above.
  - b. A statement that the document is an official reprimand and that it will be made a matter of record and filed in the employees official personnel folder for a period not to exceed two years.
  - c. A restatement of any former incidents if the reprimand is a follow-up of previous offenses and the action is a continuation of constructive discipline. If the employee failed to take any remedial action previously stipulated, that fact should also be included.
  - d. A warning that any future similar occurrence or other misconduct may result in more severe disciplinary measures.
  - e. Assistance which is available to the employee for remedial purposes or as a means of helping him or her overcome the deficiency and avoid future recurrence, and any action required of him or her.
  - f. A statement that the employee may file a grievance under the Agency's Administrative Grievance System contained in EPA Order 3110.8A or under an applicable negotiated grievance procedure, whichever applies.
2. **Placement and Retention of Reprimand in Official Personnel Folder.** The supervisor shall retain a copy of the reprimand and forward one copy to the servicing Personnel Office for filing in the employee's official personnel folder. If decided later through the grievance procedure that the reprimand is not warranted, the reprimand must be withdrawn by the Personnel Office from the personnel folder and the employee notified by the Personnel Office of such action. Once the reprimand is removed, it shall be destroyed and regarded as never having occurred. Reference may not be made to the withdrawn action as a previous official action, and the reprimand may not be used or relied upon to support a subsequent action. Unless withdrawn earlier, a written reprimand shall be removed from the official personnel folder no later than two years from the date of issuance. A reprimand which is removed from the PFC after two years may be referred to in a subsequent adverse action.
- b. **More Severe Disciplinary Actions.** The following corrective actions are considered adverse personnel actions and require that the procedures in EPA Order 3110.6B, Adverse Actions, be followed. Supervisors must consult with their servicing Personnel Office in advance of any proposal to take an adverse action against an employee.
  1. **Suspension.** Suspension is placing an employee in an involuntary non-duty and non-pay status. Since suspensions result in a loss of productive capacity to the EPA and represent a financial loss to employees, they should be imposed as disciplinary actions only after admonitions or reprimands have been used without success or when the offense requires a more stringent corrective action.
  2. **Reduction in Grade.** While most actions to reduce compensation and most changes to

lower grade will not be for the purpose of disciplining employees, a change to lower grade for cause is a valid disciplinary, penalty. There may be instances in which the employee's conduct warrants demoting him or her from the position but not removing him or her from the service.

3. **Removal.** Actions to remove employees from their positions are appropriate when an employee's misconduct, delinquency, carelessness, or negligence, are such that a separation from the service must be effected in order to promote the efficiency of the service. Fighting, repeated or prolonged leave abuse, theft, falsification of official documents, repeated infractions involving less severe misconduct, or major violations of Agency codes of conduct are examples of conduct which may require removal from the Federal Service.
- c. **DISCUSSIONS WITH EMPLOYEES.** Where a labor organization has been accorded exclusive recognition, it has the right to be represented at formal discussions between supervisors or management officials and employees concerning grievances, personnel policies and practices, or other matters affecting general working conditions of employees in the particular unit of recognition. Individual counseling sessions concerning individual problems, actions or work performance conducted by a supervisor with a unit employee are not formal discussions, and there is no requirement that the union be given the opportunity to be represented. However, if the situation involves questioning that the employee reasonably believes may result in disciplinary action against him or her, the employee may request union representation [5 U.S.C., 7114(a)(2)(B)]. Any questions about meetings with employees and invitations to exclusive union representatives to attend meetings should be discussed with the appropriate servicing Personnel Office prior to holding such meetings.
- d. **SPECIAL CONSIDERATIONS: ALCOHOL, DRUGS, AND OTHER PERSONAL PROBLEMS.** In discussing a conduct or performance problem with an employee, he or she may introduce a problem with alcohol or drugs or a personal situation which is affecting conduct or performance. In other cases, a supervisor may only suspect the existence of alcohol or drug abuse or a personal problem as the reason for a deficiency. In either of the above situations, supervisors should immediately contact their servicing Personnel Office for guidance and advice on the appropriate steps. In cases of alcohol and drug problems, the Agency is specifically required to offer rehabilitative assistance. Policies and procedures related to the Agency Employee Alcoholism and Drug Abuse Program are contained in EPA Order 3120.3A, dated March 18, 1980.



Howard M. Messner  
Assistant Administrator  
for Administration and  
Resources Management

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OHR Web Manager: [Doris Rosario Martinez](#)

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Appendix - Guidance on Corrective Discipline

## Appendix - Guidance on Corrective Discipline

EPA ORDER 3120.1  
9/20/85

### Determining Appropriate Penalties

The Merit Systems Protection Board. In *Douglas vs. Veterans Administration*, MSPB Docket No. AT075299006 (April 10, 1981), has outlined a number of factors that should be considered in determining the appropriateness of a penalty. While not exhaustive, those generally recognized as relevant include the following:

1. The nature and seriousness of the offense, and its relation to the employee's duties, position, and responsibilities, including whether the offense was intentional or technical, or inadvertent, or was committed maliciously or for gain, or was frequently repeated;
2. The employee's job level and type of employment, including supervisory or fiduciary role, contacts with the public, and the prominence of the position;
3. The employee's past disciplinary record;
4. The employee's past work record, including length of service, performance on the job, ability to get along with fellow workers, and dependability;
5. The effect of the offense upon the employee's ability to perform at a satisfactory level and its effect upon supervisors' confidence in the employee's ability to perform assigned duties;
6. Consistency of the penalty with those imposed upon other employees for the same or similar offenses;
7. Consistency of the penalty with any applicable agency table of penalties;
8. The notoriety of the offense or its impact upon the reputation of the Agency;
9. The clarity with which the employee was on notice of any rules that were violated in committing the offense, or had been warned about the conduct in question;
10. Potential for the employee's rehabilitation;
11. Mitigating circumstances surrounding the offense such as unusual job tensions, personality problems, mental impairment, harassment, or bad faith, malice or provocation on the part of others involved in the matter; and
12. The adequacy and effectiveness of alternative sanctions to deter such conduct in the future by the employee or others.

Not all of these factors will be pertinent in every case, and frequently in an individual case some of the pertinent factors will weigh in the employee's favor while others may not, or may even constitute aggravating circumstances.

### Table of Offenses and Penalties

This table should be used as a guide by supervisors in order to facilitate comparable action throughout the Agency, in comparable cases. While penalties for offenses will usually fall within the ranges indicated in unusual circumstances greater or lesser penalties may be applied unless

otherwise provided by law. The list of offenses in this table is not meant to be all inclusive. For offenses not listed, penalties may be imposed which are consistent with penalties listed in the table for offenses of comparable gravity. Days always means calendar days.

Nature of Offense	1st Offense	2nd Offense	3rd Offense
<b>1. Attendance related offenses</b>			
<b>a. Unexcused tardiness.</b> This includes delay in reporting at the scheduled starting time, returning from lunch and returning after leaving work station on official business. 4th offense may warrant 5-day suspension to removal.	Oral admonishment	Oral admonishment to 1-day suspension	Oral admonishment to 5-day suspension
<b>b. Absence without leave (AWOL).</b> These penalties generally do not apply to AWOL charged for tardiness of 1.2 hour or less. (see 1a above.) This offense includes leaving the work station without permission. Penalty depends on length and frequency of absences. If absence exceeds 5 consecutive work days, employee may be removed at anytime.	Written reprimand to 5-day suspension	1-day to 14-day suspension	5-day suspension to removal
<b>c. Failure to follow established leave procedures</b>	Written reprimand to 5-day suspension	1-day to 5-day suspension	5-day suspension to removal
<b>2. Breach of safety regulations or practices.</b>			
<b>a. Where imminent danger to persons or property is not involved.</b>	Written reprimand to 1-day suspension	1-day to 14-day suspension	5-day suspension to removal
<b>b. Where imminent danger to persons or property is involved.</b> "Persons" includes "self". Penalty depends on seriousness of injury or potential injury and extent or potential extent of damages to property.	Written reprimand to removal	14-day suspension to removal	Removal
<b>3. Breach of security regulations or practice.</b>			
<b>a. Where restricted information is not compromised and breach is unintentional.</b>	Oral admonishment to 5-day suspension	Written reprimand to 14-day suspension	5-day suspension to removal
<b>b. Where restricted information is compromised and breach is unintentional.</b>	Written reprimand to removal	14-day suspension to removal	Removal
<b>c. Deliberate violation</b>	30-day suspension to removal	removal	
<b>4. Offenses related to intoxicants.</b> Supervisors should follow the procedures outlined in EPA Order 3120.3A, Employee Alcoholism and Drug Abuse Program, prior to taking disciplinary action in these cases.			

<b>a. Alcohol-related:</b>			
(1) Unauthorized possession of alcoholic beverages on Government premises or in duty status.	Written reprimand to 5-day suspension	5-day to 14-day suspension	14-day suspension to removal
(2) Unauthorized use of alcoholic beverages while on Government premises or in duty status.	Written reprimand to 14-day suspension	10-day to 30-day suspension	30-day suspension to removal
(3) Reporting to or being on duty while under the influence of alcohol.	Written reprimand to 30-day suspension	14-day suspension to removal	Removal
(4) Sale or transfer of an alcoholic beverage while on Government premises or in a duty status or while any person involved is in a duty status.	Written reprimand to removal	Removal	
<b>b. Drug-related:</b>			
(1) Unauthorized possession of a drug or controlled substance while on Government premises or in a duty status.	5-day to 30-day suspension	14-day suspension to removal	Removal
(2) Unauthorized use of a drug or controlled substance while on Government premises or in duty status.	14-day suspension to removal	30-day suspension to removal	Removal
(3) Reporting to or being on duty while under the influence of a drug or controlled substance.	30-day suspension to removal	Removal	
(4) Sale or transfer of a drug or controlled substance while on Government premises or in a duty status or while any person involved is in a duty status.	Removal		
<b>5. Making false, malicious or unfounded statements against coworkers, supervisors, subordinates or Government officials which tend to damage the reputation or undermine the authority of those concerned.</b>	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
<b>6. Unhygienic practices which annoy or jeopardize the health of others.</b>	Oral admonishment to 5-day suspension	Written reprimand to 14-day suspension	5-day suspension to removal
<b>7. Conduct which is generally criminal, infamous, dishonest, immoral or notoriously disgraceful.</b>	Written reprimand to removal	30-day suspension to removal	removal
<b>8. Abusive or offensive language, gestures, or other conduct. (Also see "Discourtesy", 9 below.)</b>	Written reprimand to 10-day suspension	5-day suspension to removal	30-day suspension to removal
<b>9. Discourtesy to the public</b>	Oral admonishment to 5-day suspension	Written reprimand to 10-day suspension	10-day suspension to removal
<b>10. Stealing, actual or attempted; unauthorized possession of Government property or</b>			

<b>property of others.</b>			
a. Where substantial value is not involved.	Written reprimand to 30-day suspension	14-day suspension to removal	removal
b. Where substantial value is involved.	Written reprimand to removal	removal	
<b>11. Using Government property or Government employees in duty status for other than official purposes</b> Penalty depends on the value of the property or amount of employees time involved, the nature of the position held by the offending employee, and other factors. (For misuse of Government vehicles, see 43 below.)	Written reprimand to removal	5-day suspension to removal	14-day suspension to removal
<b>12. Use of official authority or information for private gain</b>	14-day suspension to removal	removal	
<b>13. Failure to obtain required clearance of an official speech or article.</b>	Written reprimand to 5-day suspension	5-day to 14-day suspension	14-day suspension to removal
<b>14. Engaging in private business activities which result in or create the appearance of a conflict of interest</b>	Written reprimand to removal	20-day suspension to removal	removal
<b>15. Misuse of official Government credential</b>	Written reprimand to removal	5-day suspension to removal	1-day suspension to removal
<b>16. Deliberate misrepresentation, falsification, concealment or withholding of a material fact, or refusal to testify or cooperate in an official proceeding.</b>	Written reprimand to removal	5-day suspension to removal	14-day suspension to removal
<b>17. Loss or damage to Government property, records, or information (Also see 44.)</b> Penalty depends on value of property or extent of damage, and degree of fault attributable to the employee.	Oral admonishment to removal	Written reprimand to removal	5-day suspension to removal
<b>18. Offenses relating to fighting.</b> Penalty depends on such factors as provocation, extent of injuries, and whether action was defensive or offensive in nature			
a. Threatening or attempting to inflict bodily harm.	Written reprimand to 14-day suspension	14-day suspension to removal	30-day suspension to removal
b. Hitting, pushing, or other acts against another without causing injury.	Written reprimand to 30-day suspension	30-day suspension to removal	removal




c. Hitting, pushing, or other acts against another causing injury.	14-day suspension or removal	removal	
<b>19. Delay in carrying out or failure to carry out instructions in a reasonable time.</b>	Oral admonishment	Written reprimand to removal	5-day suspension to removal
<b>20. Insubordinate defiance of authority, disregard of directive, refusal to comply with proper order.</b>	Written reprimand to 14-day suspension	5-day suspension to removal	removal
<b>21. Sleeping while on duty.</b>			
a. Where no danger to persons or property is involved.	Oral reprimand to 1-day suspension	Written reprimand to 5-day suspension	5-day suspension to removal
b. Where danger to persons or property is involved.	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
<b>22. Negligent performance of duties</b>			
a. Where damage or waste to Government property is insubstantial.	Oral admonishment to 1-day suspension	Written reprimand to 5-day suspension	5-day suspension to removal
b. Where damage or waste to Government property is substantial	Written reprimand to 10-day suspension	5-day suspension to removal	14-day suspension to removal
<b>23. Offenses related to gambling</b>			
a. Participating in an unauthorized gambling activity while on Government premises or in duty situations.	Oral admonishment to 1-day suspension.	Written reprimand to 5-day suspension.	10-day suspension to removal
b. Operating, assisting, or promoting unauthorized gambling activity while on Government premises or in a duty status or while others involved are in a duty status.	Written reprimand to removal.	removal	
<b>24. Unauthorized canvassing, soliciting or peddling on EPA premises.</b>	Oral admonishment to 5-day suspension.	Written reprimand to 14-day suspension.	10-day suspension to removal
<b>25. Participating in a strike, work stoppage, slowdown, sickout, or other job action.</b>	removal		
<b>26. Indebtedness where operations or reputation of Agency or its employees are affected.</b>	Oral admonishment	Written reprimand to 5-day suspension	5-day suspension to removal
<b>27. Forging or falsifying official Government records or documents.</b>	Written reprimand to removal	removal	
<b>28. Borrowing money or obtaining co-signatures from subordinates.</b>	Written reprimand to	20-day suspension to	removal

	removal	removal	
29. Unauthorized carrying of fire arms while on EPA premises.	Written reprimand to removal	30-day suspension to removal	removal
30. Conducting personal affairs while in duty status.	Written reprimand to 1-day suspension.	2-day to 10 day suspension.	30-day suspension to removal
31. Falsifying time and attendance records for oneself or another employee.	Written reprimand to removal	10-day suspension to removal	removal
32. Sexual harassment.	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
33. Discrimination based on race, color, sex, religion, national origin, age, marital status, political affiliation, or handicap.	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
34. Interference with an employee's exercise of, or reprisal against an employee for exercising, a right to grieve, appeal, or file a complaint through established procedures.	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
35. Reprisal against an employee for providing information to an Office of Inspector General (or equivalent) or the Office of special Counsel, or to an EEO investigator, or for testifying in an official proceeding.	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
36. Reprisal against an employee for exercising a right provided under 5 U.S.C. Chap 71 (governing Federal labor-management relations).	Written reprimand to removal	14-day suspension to removal	30-day suspension to removal
37. Finding by MSPB of refusal to comply with MSPB order of violation of statute causing issuance of special counsel complaint. [5 U.S.C. 1206 (g) (1) and 1207 (b)]	Written reprimand to removal, debarment from Federal Service not to exceed 5 years, or assessment of civil penalty not to exceed \$1,000.		
38. Directing or rendering services not covered by appropriations. [5 U.S.C. 3103]	removal		
39. Prohibited political activity.			
a. Violation of prohibition against political contributions. [5 U.S.C. 7323]	removal		
b. Violation of prohibition against campaigning or influencing elections. [5 U.S.C. 7324 and 7325]	30-day suspension to removal		
40. Failure to deposit into the Treasury money accruing from lapsed salaries or from unused appropriations for salaries.	removal		

[5 U.S.C. 5501]			
41. Soliciting contributions for a gift for a superior; making a donations as a gift to a superior; accepting a gift from an employee receiving less pay. [5 U.S.C. 7351]	removal		
42. Action against national security. [5 U.S.C. 7532]	Suspension to removal		
43. Willfully using or authorizing the use of a government passenger motor vehicle or aircraft for other than official purposes. [31 U.S.C. 1344]	30-day suspension to removal		
44. Willful concealment, removal, mutilation or destruction of a public record. [18 U.S.C. 2071]	removal		
45. Scientific misconduct Scientific activities include research and development, technical and regulatory support, monitoring, data collection, review and interpretation of technical studies and assessment of health and environmental risk. EPA's scientific activities include the review and interpretation of technical studies and assessment within program offices. The nature of the task, not the job classification of the individual performing the work, determines whether a particular activity is "science". Scientific misconduct does not extend to the interpretation of accurately stated scientific information, even when such interpretation is not widely accepted.			
a. Fabrication or knowing falsification of data, research procedures, or data analysis.	Written reprimand to removal	30-day suspension to removal	removal
b. Plagiarism or other misrepresentation, in proposing, conducting, reporting, or reviewing research or other scientific activities. This includes the deliberate misstatement or omission of material information.	Written reprimand to removal	30-day suspension to removal	removal
c. Ordering, advising, or suggesting a subordinate engage in scientific misconduct.	30-day suspension to removal	Demotion to removal	removal
46. Resources Management Initiating and deciding officials should be aware that actions taken in good faith and without negligence are not intended to be actionable.			
a. Violation of applicable Federal (e.g. OMB, Treasury, GSA, EPA) resources management laws, rules, or regulations by an individual occupying a position where knowledge of such resources management laws, rules, or regulations is required by the position.	Written warning to 3-day suspension	Written letter of reprimand to 30-day suspension	30-day suspension to removal
b. Advising or ordering a subordinate to violate applicable Federal (e.g., OMB,	3 to 14-day	15-day	

Treasury, GSA, EPA) resources management laws, rules, or regulations.	suspension	suspension to removal	removal
c. Managing an organization where Federal (e.g. OMB, Treasury, GSA, EPA) resources management laws, rules, or regulations have been violated.			
1. Where the manager should have had knowledge of the violation(s)	Written warning to 3-day suspension	Written letter of reprimand to 30-day suspension	30-day suspension to removal
2. Where the manager had actual knowledge of the violation(s)	Written letter of reprimand to 14-day suspension	15-day suspension to removal	removal
d. Violation of Federal (e.g., OMB, Treasury, GSA, EPA) resources management laws, rules, or regulations by an individual occupying a position where knowledge of such resources management laws, rules, or regulations is not required by the position (e.g. unauthorized procurement actions.)	Oral warning to written warning	Written warning to 3-day suspension	3-day suspension to removal
e. Any resources management decision or action or use of official authority or influence that results in a violation of the Standards of Ethical Conduct for Employees of the Executive Branch at CFR Part 2635 or in violation of the Federal Acquisition Regulation at 48 CFR Part 3.104.	Written warning to 3-day suspension	Written letter of reprimand to 30-day suspension	30-day suspension to removal

**NOTE: Any suspension action taken against a member of the Senior Executive Service must be for a minimum of 15 days. See Section 5 U.S.C. 7541 - 7543 and 5 CFR Part 752, Subpart F.**

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OHR Web Manager: Doris Rosario Martinez

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